



Susan Golding
Mayor

Harry Mathis
First District

Byron Wear
Second District

Christine Kehoe
Third District

George Stevens
Fourth District

Barbara Warden
Fifth District
Deputy Mayor

Valerie Stallings
Sixth District

Judy McCarty
Seventh District

Juan Vargas
Eighth District

Jack McGrory
City Manager

Casey Gwinn
City Attorney

Proposed Annual Budget

Fiscal Year 1998

Policy Budget

Volume 1

Prepared by Budget and
Management Services

This information is available in
alternative formats upon request.

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Your City Officials



Mayor
Susan Golding



Councilmember
Harry Mathis
District 1



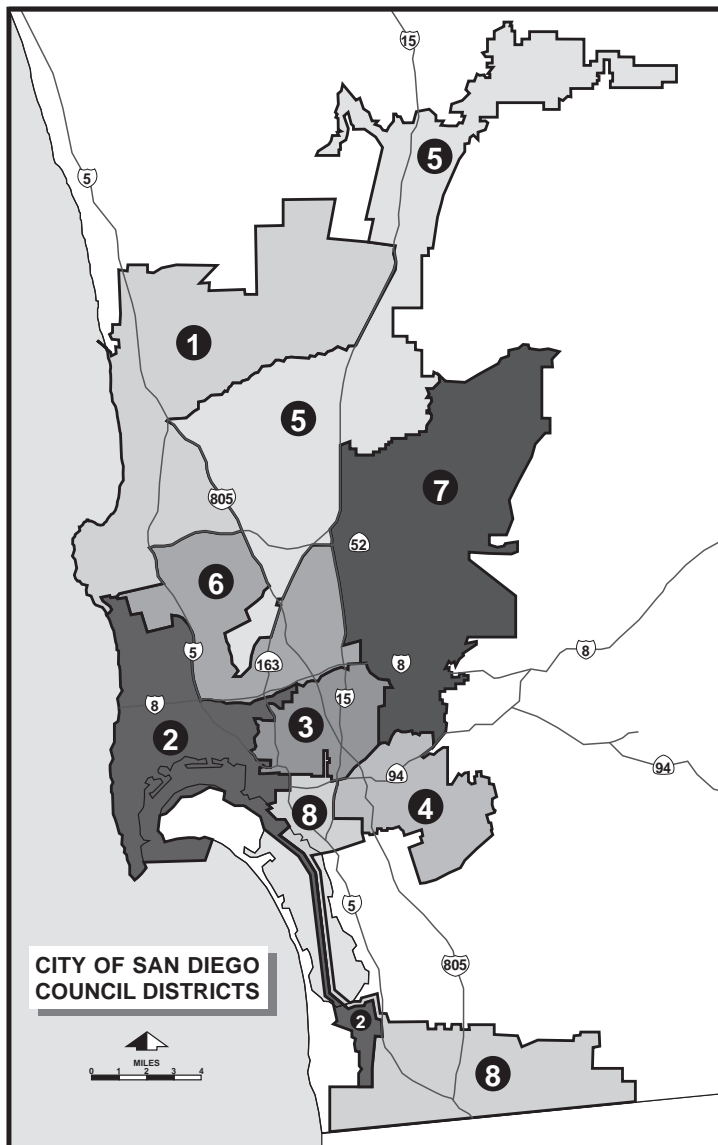
Councilmember
Byron Wear
District 2



Councilmember
Christine Kehoe
District 3



Councilmember
George Stevens
District 4



Deputy Mayor
Councilmember
Barbara Warden
District 5



Councilmember
Valerie Stallings
District 6



Councilmember
Judy McCarty
District 7



Councilmember
Juan Vargas
District 8

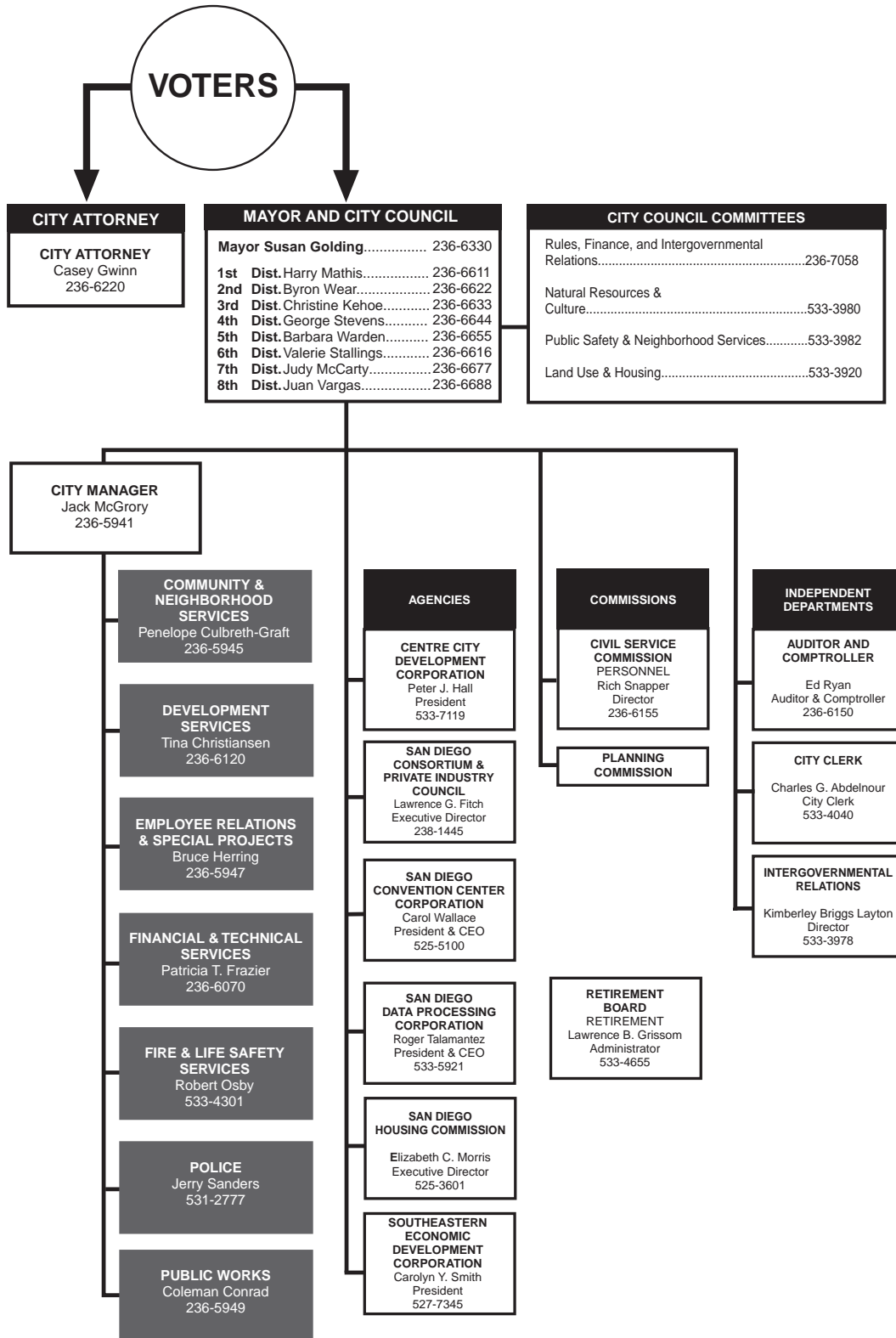


City Manager
Jack McGrory



City Attorney
Casey Gwinn

City of San Diego Organization Chart



**The City of San Diego
Norms and Values**

SAN DIEGO
The First Great City of the 21st Century
***“...Delivering the Very Best Municipal Services
through a Partnership of Residents and Employees.”***

**Organizational
Excellence**

- ▶Diversity Commitment
- ▶Quality Customer Service
- ▶Employee Involvement
- ▶Accountability

**Entrepreneurial
Management**

- ▶Competitive Government
- ▶Technology & Innovation
- ▶Fiscal Integrity
- ▶Economic Development
- ▶Corporate Identity & Image

**Neighborhood
Partnerships**

- ▶Livable Neighborhoods
- ▶Community Involvement in Decision Making
- ▶Volunteerism
- ▶Invest in Community's Infrastructure

Competition

The Diversity Commitment

Livable Neighborhoods

Career Development

Restructuring

STEP

Community Service Centers

CHANGE2

Activity Based Budget

Service Enhancement

Performance Measures

Citizen Survey

Renaissance Commission

Rewards

Zero Based Management Audits

Muni Code Changes

Neighborhood Oriented Policing

Charter Changes

Our Norms and Values

**The City of San Diego
Awards**



GOVERNMENT FINANCE OFFICIALS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
City of San Diego,
California**

**For the Fiscal Year Beginning
July 1, 1995**

Timothy H. Rendon *Jeffrey L. Eason*
President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of San Diego for its annual budget for the fiscal year beginning July 1, 1995.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The City of San Diego
Awards

*California Society of
Municipal Finance Officers*

Certificate of Award

Excellence in Operational Budgeting 1996-1997

Excellence in Capital Budgeting 1996-1997

Excellence in Innovation 1996-1997

Excellence in Public Communication 1996-1997

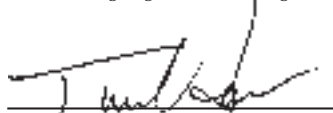
Presented to

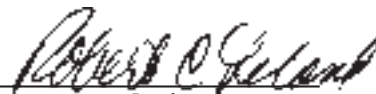
City of San Diego

This certificate recognizes the achievement of excellence in Operational Budgeting, Multi-Year Capital Budgeting, Innovation and Public Communication. These achievements reflect a highly professional budget document and the underlying budgeting process through which the budget is implemented; enhance general public understanding of city government; and encourage citizen participation in the budgeting process to develop a new and resourceful advancement in budgeting.




Co-Chair, Budgeting & Financial Management


Co-Chair, Budgeting & Financial Management


President

February 27, 1996
Date

Dedicated to Excellence in Municipal Financial Management

Table of Contents

| | |
|---|------------|
| BUDGET DOCUMENT OVERVIEW | III |
|---|------------|

| | |
|---|----------|
| CITY MANAGER'S BUDGET TRANSMITTAL MEMO | i |
|---|----------|

| | |
|---|----------|
| CITY PROFILE | |
| <i>City Profile</i> | <i>1</i> |
| <i>Basic Data</i> | <i>2</i> |
| <i>City Employees per 1,000 Population.....</i> | <i>4</i> |

| | |
|--|-----------|
| CITIZENS' GUIDE TO THE BUDGET | |
| <i>Citizens' Guide to the Allocation Process</i> | <i>7</i> |
| <i>Budget Process Timeline</i> | <i>8</i> |
| <i>City Funds</i> | <i>9</i> |
| <i>Basis of Budgeting</i> | <i>10</i> |

| | |
|---|-----------|
| FISCAL YEAR 1998 PROPOSED BUDGET EXECUTIVE SUMMARY | |
| <i>Programs Designed to Improve</i> | |
| <i>City Operations</i> | <i>13</i> |
| <i>Benchmarking in the City of San Diego</i> | <i>29</i> |
| <i>General Fund Revenue</i> | <i>39</i> |
| <i>Economic Indicators</i> | <i>53</i> |
| <i>Revenues and Expenditures</i> | <i>61</i> |
| <i>Debt Management</i> | <i>77</i> |

| | |
|-------------------------------------|-----------|
| CITYWIDE POLICY ISSUES | 81 |
|-------------------------------------|-----------|

| | |
|-----------------------------|-----------|
| UNFUNDED NEEDS | 91 |
|-----------------------------|-----------|

| | |
|--|------------|
| FIVE-YEAR EXPENDITURE FORECAST | |
| <i>Overview</i> | <i>99</i> |
| <i>Five-Year Expenditure Forecast Assumptions.....</i> | <i>101</i> |
| <i>Revenues and Expenditures</i> | <i>103</i> |
| <i>Five-Year Expenditure Plan</i> | <i>117</i> |
| <i>Capital Improvements Program</i> | <i>121</i> |

| | |
|-----------------------|------------|
| GLOSSARY | 127 |
|-----------------------|------------|

| | |
|--------------------|------------|
| INDEX | 131 |
|--------------------|------------|

Budget Document Overview

The City of San Diego Fiscal Year 1998 Proposed Budget is contained within five volumes. The Policy Budget (Volume I) contains general budget information. It is intended to provide the reader with an overview of the City of San Diego, its budget, and the significant policy issues facing the City. The Department Detail (Volumes II and III) contains detailed budget information for each of the City's Business Centers and departments. The Capital Improvements Budget (Volumes IV and V) outlines the Capital Improvements Program (CIP) projects by department throughout the City.

The major sections of the Fiscal Year 1998 Policy Budget are as follows:

CITY MANAGER'S BUDGET TRANSMITTAL MEMO (pages i-iv): This is the City Manager's message to the Mayor, City Council, and citizens of San Diego. It outlines the Fiscal Year 1998 Proposed Budget, including significant revenue, expenditure, and service level changes within the budget.

CITY PROFILE (pages 1-4): This section provides a description of the City of San Diego, including community demographics, City characteristics, and the economy.

CITIZENS' GUIDE TO THE BUDGET (pages 5-10): This section contains a brief explanation of the annual budget process. The guide includes the allocation process from citizen input to the adoption of the final budget, a chronological schedule of the budget process outlining the major steps and dates in preparing the annual budget, an explanation of the various City funds, and an explanation of the City's basis of budgeting.

FISCAL YEAR 1998 PROPOSED BUDGET EXECUTIVE SUMMARY (pages 11-80): The Executive Summary is intended to provide the reader with a condensed and highlighted version of the City's Budget. This section outlines the economic, environmental, or other conditions which have resulted in significant program enhancements, additions, or reductions. Also presented in this section are Citywide benchmarks comparing various City functions against other cities; a summary of revenues, expenditures, and positions, with various graphs and schedules; and the Fiscal Year 1999 budget projections shown by department.

CITYWIDE POLICY ISSUES (pages 81-90): This section highlights the significant issues facing various City departments. These policy issues are intended to be the focus of the City Council's Review of the Fiscal Year 1998 Proposed Budget.

UNFUNDED NEEDS (pages 91-96): This section highlights Citywide policy issues which are not funded, due to fiscal constraints.

FIVE-YEAR EXPENDITURE FORECAST (pages 97-126): This section summarizes the City's budget projections over the next five years and includes an outline of forecast assumptions; significant budget requirements; and summaries of revenues, expenditures, and positions, along with various graphs and schedules.

GLOSSARY (pages 127-129): The Glossary contains definitions of terms used throughout the budget document.